

## Calls for modernization program

# Atiyeh seeks funding for highway projects

In an effort to stimulate and diversify the economy, while modernizing some of Oregon's aging highways, Gov. Vic Atiyeh has asked the department to develop a proposal for funding long-delayed highway improvement projects.

In a letter to the Transportation Commission last month, Atiyeh asked that major projects not funded in the newly adopted Six-Year Highway Improvement Program be addressed through either a

gas-tax increase dedicated to these projects or a special bonding program. Atiyeh said he wanted to include the funding proposal in his next state budget.

He suggested that the funding method be "sunsetted at the conclusion of the program," meaning the dedicated tax would then be repealed, or no additional bonds would be sold.

"I know you share my concern, as you adopt the final program,

about many of those important and long-delayed improvement projects around the state that are so crucial to Oregon's economic vitality," Atiyeh said. "We should not postpone those projects any longer."

Listed among badly-needed state road improvements are some 80 modernization projects slated for development in the six-year program. Because of limited funding in the program, these projects are scheduled for engineering work only, not construction.

They total nearly \$475 million in highway work.

"We've started looking at alternatives," said department director

Fred Miller. "We'll soon have a recommendation to make to the governor on either a gas and weight-mile tax increase--dedicated to these modernization projects--or a bonding program of some sort."

Atiyeh said in his letter to the commission that he has begun developing his 1985-87 biennium budget. He therefore urged the commission to act quickly on funding recommendations.

He cited the need for modernizing east-west roads to the coast to handle more cars and trucks, the need for new interchanges "to make land feasible for development," and the need to improve driving safety wherever necessary.



The Oregon Transportation Commission and members of the department got a first-hand look at prison life on a tour of the Rocky Butte Jail, following the Jan. 18 Commission meeting in Portland. A tour of the new Justice Center was also on the agenda. The Commission met for a joint dinner with the Washington Transportation Commission in Vancouver that evening.

## Commission adopts six-year highway improvement program

Nearly \$1 billion in highway construction projects have been approved by the Transportation Commission, as a result of the adoption last month of the Six-Year Highway Improvement Program.

With little fanfare, the commissioners approved the latest version of the program developed by the Highway Division, which took into account comments made at 18 public meetings held this fall and several subsequent workshops.

Some 1,100 city and county officials and individuals testified at the meetings about the more than 390 construction projects listed in the program, according to Gary Potter,

program section manager.

Those comments also included concerns for other projects not in the construction portion of the plan, Potter added.

Promotions are hard to take within the Department of Transportation--sometimes. They often mean relocating, and relocating usually means selling and buying a home, uprooting the family and facing initial expenses that new salaries may not cover.

As a result, department officials have felt for years that competition for ODOT job opportunities has been minimized for some positions--particularly in the Highway and Parks Divisions, where frequent moves are necessary--and that problem hurts department leadership.

Now, Assistant Director for Administration Larry Rulien hopes to change all of that with the start of a pilot project recently approved by the Executive Department.

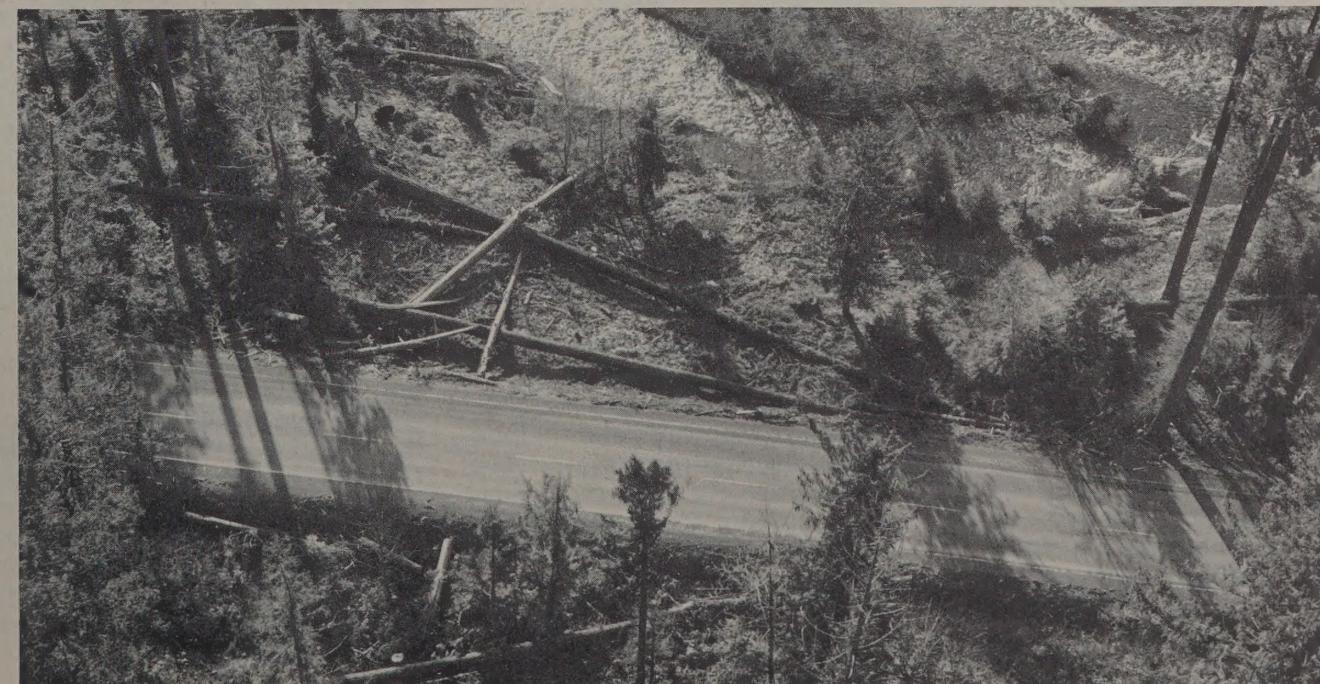
The unique, two-year relocation

program, or "Home Purchase Plan," is underway to encourage transfers of management or executive service employees, Rulien said. The plan will allow the department to purchase the home of employees who have been transferred to gain experience or improve professional development, he said.

"It's definitely not intended as an employee benefit," Rulien cautioned. "It's really a management tool for all of the divisions to use to enable our employees to take a transfer necessary for the employee's experience or promotion."

Rulien said he is pleased with the pilot program, not only because it will encourage applications for important job openings, but because it will serve as a "safety

*Continued on page 2*



Extremely harsh winter weather kept highway crews busy over the Christmas and New Years holiday season clearing snow, sanding, and removing debris from roads. This section of the Willamette Pass was closed for 36 hours on Christmas weekend due to severe winds, drifting and blowing snow and downed trees, which crews had to clear mainly with hand-operated chain saws during zero visibility white-out conditions. See story page 3.

## Food drive set

The annual Oregon State Employees Food Drive, postponed late last year, will take place this month, said Bob Gormsen, ODOT food drive chairman.

Employees may bring any non-perishable food item, including packaged or canned goods, to the nearest collection center. Home-canned goods will not be accepted.

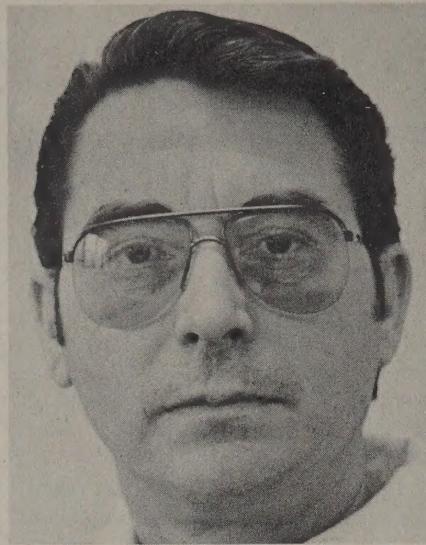
The food will be collected weekly and given to a community service organization to be distributed among needy persons.

## Vacated by retirees

# Highway Division fills top positions



Chuck Fredrickson



Wilson McBeth

Five key positions in the Highway Division have been filled following recent retirements.

Chuck Fredrickson, 57, has been named construction engineer, replacing Carroll Keasey, who retired last December. Fredrickson has worked for the division 31 years, starting as a transitman in Salem and working his way up in bridge design from a structural draftsman in 1951 to a bridge design engineer in 1959.

He became a resident bridge engineer in Portland in 1967 and was promoted to region bridge construction engineer in La Grande in 1969.

Fredrickson returned to Portland as metropolitan construction engineer in 1972, and was appointed to his most recent position as Region 2 engineer in Salem in 1973.

Wilson McBeth, 46, has been chosen to replace Art Shelley as chief weighmaster. McBeth started with the division as a weighmaster in Bend in 1974, and was promoted to senior weighmaster at Ashland in 1977. He came to Salem as a training coordinator in 1980, and was assistant chief weighmaster from 1982-83.

Louis Schwab, 34, has replaced Virgil Wilson as Region 2 right-of-way supervisor in Salem. Schwab first worked for the right-of-way section as an agent in Roseburg in

1971, then moved to Salem as a property management specialist in 1978. He was promoted to region appraiser for Region 2 before he assumed his latest job as review appraiser, also for Region 2.

Dick Nelson, 46, was appointed district maintenance supervisor in Bend, following the retirement of Bob Lammert. Nelson started with the division in 1956 and worked in various engineering jobs in Coquille, Medford, The Dalles, and Rainier.

Between 1969 and 1972 he was an assistant project manager in Astoria and Corvallis, where he was promoted to project manager until his appointment as Region 2 project manager in Salem.

Wayne Cobine, 40, was chosen to replace Dorlan "Buzz" Swan as supervisor of the program management section in Salem. Prior to his new position, Cobine had been district maintenance supervisor in Klamath Falls since 1981.

He also worked as a project manager in Klamath Falls from 1978-81, and in Lakeview from 1974-78, and was an office engineer and a regional designer in Milwaukie for two years.

He has worked in Bend, The Dalles, Roseburg, and Bandon as a highway engineer 1, and in Ashland and La Grande as a chainman and draftsman. He started with the division in 1964 at Boardman.

## Letters

### Thoughtful actions

#### Parks Division:

On Dec. 28, 1983, while returning from a holiday trip to the coast, we had the misfortune of sliding on icy roads, losing control and rolling over in a ditch at the 12-mile post on Highway 18.

We want to commend the thoughtful, courteous and humane actions of three young men working in the vicinity with a Parks survey crew. Craig Holt and his two co-workers took us into their vehicle, directed traffic, contacted State

Police, marked the scene of the accident for the tow and police vehicles (the car was not visible from the highway) and helped remove luggage into the police car.

We sincerely appreciate their kindness and professional handling of this unfortunate incident. Please convey our deepest gratitude.

Jean Robinson  
Dick Celsi  
Portland

**EDITOR'S NOTE:** Holt's co-workers are Bob LeTourneau and Dave Polly of the Parks survey crew working at H.B. Van Duzer Wayside.

## Parks launches production of beach safety announcements

Production of television and radio public service announcements intended to save lives and reduce needless injuries along the Oregon coast should begin soon and be completed before the busy summer season begins.

The project is being coordinated by the State Parks Division, which was authorized by the 1983 Oregon Legislature to devote \$25,000 to the project. The division explained to legislators, the Oregon Transpor-

tion Commission and the State Parks Advisory Committee that there is growing concern about the annual number of incidents on the coast resulting in death or injury.

Working in cooperation with representative members of the coastal community, division and departmental personnel are designing a public awareness campaign that will extol the beauty of the coast while warning visitors of some natural hazards that exist.

## Talbot wins governor's award

A meritorious service award recognizing the "remarkable skill" of Dave Talbot, state parks administrator, was presented to him by Gov. Vic Atiyeh during a recent surprise ceremony.

The governor praised Talbot's "exceptional efforts in preserving the Columbia River Gorge and in placing a crucial segment of the Deschutes River in public owner-

ship. His remarkable skills as administrator of the State Parks Division will benefit the citizens of Oregon for all time."

Gov. Atiyeh asked Talbot more than a year ago to attempt to secure options to purchase land along the Deschutes River for public ownership. The leasing agreement was necessary in order to provide time for a fund drive to be put together.



Governor Vic Atiyeh surprised State Parks and Recreation Administrator Dave Talbot recently with this meritorious service award recognizing his efforts to preserve the Columbia River Gorge, and to attain a part of the Deschutes River for public ownership.

## Relocation...

Continued from page 1  
net" for those who are finding it difficult to sell and buy homes in today's tight economy.

The pilot program--probably a first for Oregon--allows the department to purchase property of employees in management or executive service who are being transferred, but who either don't care to hassle with selling their own home, or can't because of market conditions.

If the move meets the needs of the department, interested employees can apply, and an appraisal of their property will be made by the Highway Division's Right of Way Section. An offer of 94 percent of the appraisal price will be made for the property.

Such a price takes into account the usual 6 percent real estate fee sellers normally pay, according to Rulien.

The project is set to go, he said. Those managers and technical people who have made a decision to transfer after last Nov. 1 can qualify for the program, which will run through Jan. 1, 1986.

**VIA**

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# Maintenance crews put forth extra effort

Heavy snow and ice are nothing new to ODOT's highway maintenance employees. Crews are on duty 24 hours a day, seven days a week during the winter to keep the roads clear for motorists.

But extremely harsh weather conditions during the Christmas and New Years season, coupled with a heavy flow of holiday travelers, kept more than 1,000 highway employees throughout the state working around the clock battling snow, ice, strong winds and sub-zero temperatures.

One of the hardest-working crews fought all of these conditions along I-84 and ORE 237. Bryan Higgason's La Grande maintenance crew experienced equipment failures because of a temperature drop to minus 28 degrees Dec. 23, which caused fuel to freeze. The storm that hit Dec. 29 brought 60 to 70 mph winds and drifting snow, causing zero visibility and forcing the closure of I-84 at Ladd Canyon for more than 15 hours.

"That's a high wind area and when that wind starts whipping you just can't see," said Terry Helman, district office manager at La Grande.

Higgason, crew supervisor, said conditions hadn't been that bad in a number of years.

"It was pretty severe," he said, adding that the freezing rain actually helped crews by keeping snow from drifting.

Crews also kept a constant flood patrol along the Grand Ronde River, which threatened to jam up with heavy ice.

Another eastern Oregon crew that put in a lot of overtime during the bad weather was the Burns crew, supervised by Tommy Swisher. A section of the Steens Highway (ORE 78) was closed Christmas Eve, with drifts three to six feet deep, and workers spent Christmas night rescuing 75 travelers from that section. The crew even answered a report from State Police to help a pregnant woman stranded at her home in the closed section of the highway. After breaking a trail through the snow to her ranch house, they discovered the woman wasn't ready to deliver yet.

## Freezing fuel

The Arlington crew under Roy Martin summed up its weather conditions as, "From fair to rain to snow to sleet to freezing rain." The crew of eight worked a total of 1,135 hours, plowing snow, sanding, and keeping a rock patrol, in addition to repairing equipment.

Mark Robinson's crew at Chemult met with sub-zero temperatures which jelled diesel and froze sanders, making it difficult to keep equipment running. Just before Christmas, crews piled 16 inches of snow atop 62 inches left from an earlier storm on the East Diamond Lake Highway (ORE 138). The week



The Chemult maintenance crew plowed the way clear for motorists on the East Diamond Lake Highway (ORE 138) after holiday storms dumped several feet of snow on the area. The crew, under Mark Robinson, was among the hardest working maintenance crews during the two-week period when the state was plagued with extreme winter weather conditions.

before New Years, they worked to clear 13 to 17 inches of new snow that fell over the entire section, with freezing temperatures adding to the hazardous conditions.

Other crews throughout the state also fought cold-weather conditions, and many employees gave up their planned holiday activities.

Snow and extreme icing kept highway crews busy in the Portland Metro area, and hazardous driving conditions because of ice caused closures on the Oregon Coast Highway (US 101). High winds, blowing and drifting snow, and downed trees forced closure of the Willamette and Santiam Passes (ORE 58 and US 20), and the

Warner Highway (ORE 140). Crews at Bonneville Gorge were kept busy battling snow slides, and trying to reopen I-84.

But to maintenance employees it's all part of the job. Higgason, praising the dedication of his crew, noted, "They never said a word. They just did what we asked them to."

## Committee to study historic preservation

An eight-member committee appointed by the Transportation Commission to identify and evaluate historic and scenic highways in Oregon has held its second meeting and has begun setting operating guidelines, according to Roberta Young, land use coordinator.

The committee, appointed recently to fulfill requirements of Senate Bill 643, passed by the 1983 Legislature, will meet monthly during the early stages of the program, Young said.

The bill charges the Transportation Commission with setting up a preservation study program to look at historic and scenic values of the state highway system.

## Training meets needs of computer age

The computer age "is really not futuristic. It's here and now," said Bob Whipp, personnel services branch manager, who explained that the need for computer-trained employees is growing faster than their availability.

"The employee needs to take some personal responsibility for (his or her) own career develop-

ment," Whipp said. "Those people who have an interest in computer programming and operating really ought to be thinking about getting themselves prepared for an increasing amount of opportunities to apply these skills, as a number of jobs open up," he said.

According to Harry Anderson, information systems manager,

ODOT employees can get that kind of training through several channels.

The Information Systems Branch acts as a "broker," arranging for outside trainers to come in, if necessary, and providing employees with information on computer classes available from the Executive Department's Data Systems Division, ODOT's Office of Employee Development and local colleges. Employees can learn through classroom instruction or audiovisual self-study.

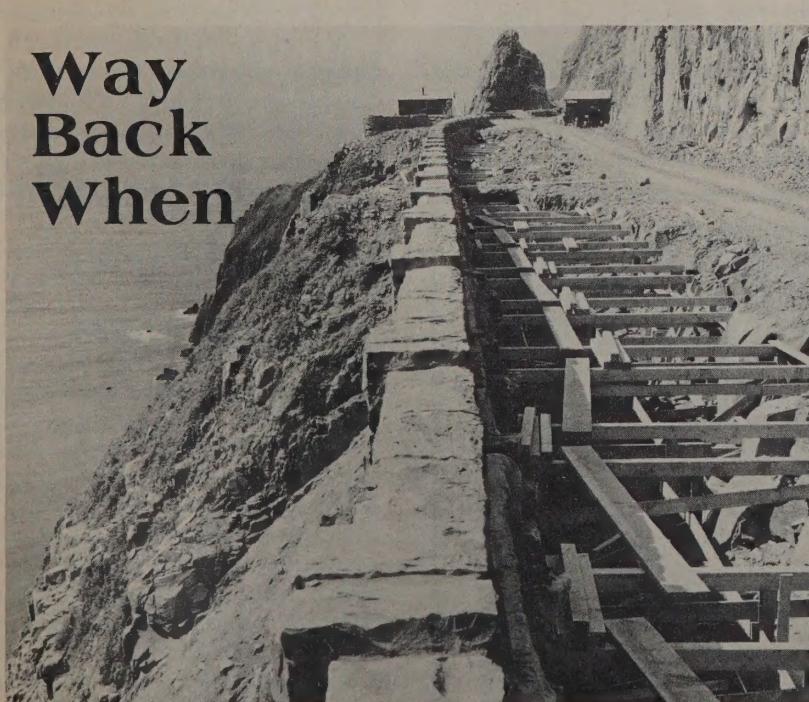
ODOT's Information Center, located in room 300 of the Salem Transportation Building, was established a little more than a year ago to assist ODOT employees who wish to do some of their own data processing work. The center consists of Kent Parsons, Julie Dutoit, and Phil Isaacs, who offer demonstrations of user-oriented software, and provide training and assistance for non-data processing personnel.

Three video terminals, a letter-quality printer, and a higher speed dot-matrix printer are available for training and occasional use by organizations that do not have access to terminals in their immediate area.

The center also helps employees in any given jobs discover how a computer might be able to help them perform their jobs better.

All Information Center training is free; however, classes taught by the Executive Department require a fee. For more information, contact Harry Anderson, 378-6941.

## Way Back When



The Neahkanie Mountain section of the coast highway in Tillamook County, U.S. 101, is recognized as one of the most spectacular stretches of Oregon's 400-mile coastline. A unique feature is the attractive hand-formed rock masonry used for retaining walls and viewpoints, shown above under construction in 1939-40.

## 5 Years Ago

The February, 1979 issue of VIA announced Fred Klaboe was sworn in as ODOT director by Supreme Court Justice Arno Denecke in a Jan. 17 ceremony at the Transportation Building in Salem. The Oregon Senate had confirmed Klaboe just 20 minutes earlier. Then-Transportation Commission Chairman Glenn Jackson sent a telegram, read during the event, which stated, "It was a long time in coming, and you earned it all the way." Klaboe's wife, Elberta, was present, and entertainment was provided by a newly-formed employee band, the "Transtooters."

# Unit issues permits, regulates trucks

The following is part of a series describing the different functions of units and sections in the various divisions within ODOT.

The Highway Division's Permit Unit regulates just about everything on, under, or beside state highways, from oversize vehicles to road signs. The unit is divided into the Utilities, Outdoor Advertising, Transportation Permits and Weighmaster Sections.

Bob Hamilton, manager of the unit, oversees the four sections and serves as a liaison during legislative sessions. He, in fact, wears two hats-- one as manager of the three sections that issue permits, and another as weighmaster manager. Being charged with both, which he says work together like "ham and eggs," allows him to coordinate better the functions of the entire unit.

The Transportation Permits Section, headed by Bill Martens, handles about 49,000 oversize permits including heavy haul permits, for oversize and overweight trucks; extended weight permits, for trucks over the legal axle weight of 80,000 pounds; permits for mobile homes and modular building units; leaky load permits; and table two permits, for vehicles such as self-loading log trucks.

His section keeps in contact with district engineers about any construction or traffic problems truckers might run into, and keeps them informed on which hours are best to haul loads through residential

districts. Currently, Martens is working to create a uniformity of regulations among the different counties.

"We're trying to save the truckers time and expense," he said.

Another timesaver is a new computer system in the Salem office that allows staff to take an applicant's information over the phone and send a permit from in-house transceivers to 10 district engineers' offices, DMV offices, certain truck stops located in the northwest, and Western Union offices, in as little as three minutes.

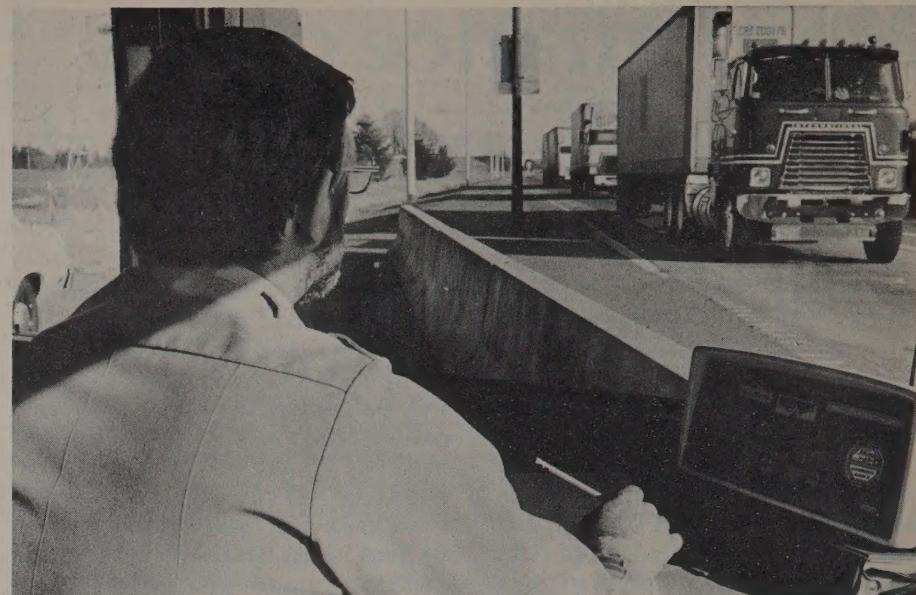
The weighmaster section is the largest in the unit, with 117 weighmasters. Its primary purpose is to protect motorists and highways from the hazards created by oversize, overweight, and unsafe vehicles.

## Safety inspection

The weighmasters have 1,500 rules and regulations to enforce. They must check trucks for proper weight and height, fill out Highway Division and PUC reports, issue citations, and check special permits to ensure compliance with regulations.

Since the establishment of a truck safety inspection program in 1980, vehicles go through a 15-minute inspection in which brakes, steering mechanisms, tires and wheels, suspensions and other parts of the vehicle are examined, as well as the condition of the driver.

A total of 62 scale houses



Senior weighmaster Ray Kronser prepares to weigh and record data on a series of approaching trucks at the Woodburn weigh station. A computerized scale (lower right) gives digital readings of truck weights as they pass by. An average of 1,300,000 commercial vehicles are weighed annually in Oregon.

throughout the state operate on a rotating basis, to avoid a predictable routine. A weighmaster may be scheduled to work any hour of the day, on any day of the week.

Three ports-of-entry, at Ashland, Klamath Falls and Farewell Bend, are open 24 hours a day, seven days a week.

The section also uses 70 portable scales and six semi-portable scales to enforce truck weight regulations on by-pass routes.

Dick Mathew supervises the three-person Outdoor Advertising Section, which regulates the size, spacing and location of all advertising signs within view of state highways.

All signs must comply with city and county regulations and be inspected by a district engineer before the Section will issue a permit.

Sign categories include billboards, on-premise business signs, bus bench and bus shelter signs, business identification signs directing motorists to locations nearby but not visible from the highway, directional signs naming public or private tourist attractions, and signs identifying historical features.

The Utilities and Approach Road Unit, which consists of Gareld Inloes and an assistant, handles miscellaneous permits including utilities and approach roads (driveways) on the state highway right-of-way. The section regulates the location, installation, construction, maintenance, and use of gas pipes, power poles, buried cables and driveways.

Applicants must complete a permits form, which is sent to a region office for review, and then to Inloes for a final review and signature.

## ODOT facts booklet ready

The 1984 "Facts about ODOT and its activities" booklet is being printed and should be available sometime this month, according to the Public Affairs Office.

The popular 36-page, pocket-size booklet describes the Oregon Transportation Commission and the Department of Transportation.

An initial mailing will be made to region, division, and section heads, but copies will be available to all employees upon request. Write or call the Public Affairs Office, 104 Transportation Building, Salem, OR 97310; telephone 378-6546.

## Bell to lecture

George Bell, assistant director for Intergovernmental and Public Affairs, has been invited to lecture next month on public affairs in transportation at the Highway and Transportation Management Institute at the University of Mississippi.

The two-and-a-half weeks institute is designed for middle and upper level managers in state and federal transportation departments.

Bell will share a three-hour session on public affairs and the news media with Doug Feaver, national transportation writer for *The Washington Post*.

## New plan outlines complaint procedure

The recently adopted ODOT Affirmative Action Plan includes a discrimination complaint procedure which puts more emphasis on dealing with complaints informally, said Vicki Nakashima, civil rights manager.

"We are encouraging people with a complaint to take initial action informally and try to get the problem resolved early before going to a formal written complaint," she explained.

The procedure, as outlined in the Affirmative Action Plan, lists two

types of discrimination complaints. Internal grievances are dealt with by department officials, and external grievances are filed with an outside agency.

An internal complaint can be handled informally by discussing the problem with a supervisor, an affirmative action coordinator within the division, or the civil rights manager.

Fifteen days are allowed to resolve the complaint at this informal level. An employee who is not satisfied with the solution may take

formal action.

A formal complaint must be put in writing and sent to the Labor Relations Section. The statement should include the nature of the complaint, the date of the alleged discriminatory action, and the employee's name, unit, division and telephone number. Again, 15 days are allowed for resolution.

A complete description of the complaint procedure may be obtained from the Civil Rights Section.

## Newby will chair Parks committee

Former state Sen. Lynn Newby of Talent has succeeded L.L. "Stub" Stewart of Eugene as chairman of the State Parks and Recreation Advisory Committee.

Stewart, whose term of office continues until next September, chose not to seek re-election as chairman, a position he had held for more than 21 years.

Elected vice chairman during a recent annual meeting at Silver Falls State Park was A.W. Sweet of Coos Bay. Other committee members include Marion Brogoitti, La Grande; Warren A. McMinimee, Tillamook; Lucille Beck, Orcilia Forbes and Norm Howard, Portland; and Frank R. Gilchrist, Gilchrist.



Isabel Albright, retired executive assistant to State Highway Engineer Scott Coulter, accepts the first annual Secretarial Award given in her name from Coulter, left, and Director Fred Miller, right, at her retirement luncheon in December. The award will honor one secretary within ODOT who has given outstanding service to the department.

# Miller talks about ODOT's goals for 1984

After completing his second year as director, Fred Miller answers VIA's questions about the past year, the year ahead, and the department in general. This special interview is in place of the regular "Director's Corner."

**Q:** How does the director's chair feel to you now, after a second year of sitting in it?

A: Well, I felt comfortable when I was first appointed and I would say I feel even more comfortable now.

**Q:** What kind of work schedule do you try to maintain? You seem to always lug a full briefcase home with you at night and on weekends.

A: I usually get in the office before 7:30 in the morning, and I usually take an hour or two of work home at night, but I don't always get it done. I put in a full day.

**Q:** You seem to be more and more involved in transportation issues at the national level, through your involvement with AASHTO. Is that worth the time and effort?

A: I think it is, but sometimes I wonder because it can become very time-consuming at both the regional and national levels. I think we're doing some good things now, but it's worthwhile periodically evaluating whether the time is paying off for Oregon and the department.

**Q:** Let's look at last year for a minute. What about the department's performance in 1983 pleased you the most as director?

A: I would comment on two levels. One, we had our most successful legislative session ever, and that carries over into a lot of programs. I think we're better funded--that has impacts on morale and productivity and the success of programs. So, on that level I feel good. But also I think I've seen some personal relationships develop and some relationships between the divisions and the department that are very positive, and I like that.

**Q:** In what area were you least satisfied with the department's progress in '83?

A: I don't know that I'm dissatisfied with anything. I think there are some things we need to do in 1984, not because I'm dissatisfied, but because we can always do better.

**Q:** Give us an example or two.

A: Well, at Silver Falls, again, we developed an agenda for some things that we need to do in the overall personnel area, in terms of adding some resources to make sure that we are developing our employees and doing some creative things in the management arena. Always, we have to be doing more in applying new technology. I think we're doing pretty well there, but we have to keep it up.

**Q:** How would you compare ODOT

at this point with other agencies in state government?

A: I really do think that we're doing better than most, if not all, other state agencies. I don't necessarily take credit for that, but I think we're doing well, and we're perceived by others as being innovative and creative, and successful.

**Q:** Your executive staff members have submitted their 1984 work plans to you. How about your own? What's on your personal agenda?

A: I have trouble separating my personal agenda from the kinds of projects that we've developed for the whole department.

**Q:** Well, let's amend that--your agenda as director for 1984.

A: I mentioned already the personnel area, and we also talked about reviewing a number of programs or



systems or activities in the divisions that I think will be interesting, just to make sure we're running as well as we can.

Maybe the most important thing that's coming up right away has to do with getting ready for the 1985-87 budget, and I think there are some potentially exciting things there.

**Q:** You've anticipated in a way my next question. We're now beginning the budget cycle in preparation for the 1985 legislative session. Do you have any feel for the level of budget the Executive Department will call for?

A: The general impression I have is we're not going to have a great deal more revenue than we had in the past--that's really with respect to general funds. But that sets a tone for the other budgets. In terms of purchasing power, I wouldn't be surprised if there were no increases.

**Q:** What about requests for additional revenues by the divisions? Anything there you can talk about at this time?

A: I anticipate that we'll have a proposal related to unfunded modernization projects for the Highway Division that came out of the six-year highway improvement public meetings around the state.

The Aeronautics Division is developing a revenue proposal. I think that frequently the dedicated fund agencies can evaluate their needs and if their arguments are valid, they can be funded, even with General Fund shortages. That, at least, is what happened this last biennium. So, we are discussing funding ideas in Parks and Public Transit, Aeronautics and Motor Vehicles. We are looking at adequate funding across the board, and I don't see any reason why we should be timid about that.

**Q:** Looking back over your time as director, and even before for that matter, has your management style changed at all?

A: I don't think my style has, but I probably have become more assertive.

**Q:** Translate assertive for me. What does that mean?

A: Well, I've always been a little impatient if decisions don't get made rapidly or changes aren't made that I think are appropriate, and now I probably let that impatience show a little bit more directly to the people involved.

**Q:** Last year, you urged your administrators to spend more time in the field. "Shoe leather," you called it. How did that work out from your point of view, and did you see any practical results from the efforts?

A: I think it worked out pretty well, from what I saw of schedules of administrators. It's hard to say what the practical results are because a lot of those results translate into employees' perceptions and a feeling that they're being recognized or listened to, and those are sometimes hard to quantify. There are some good ideas that have come out of those meetings that are tangible. But the more important part may be a feeling that we are interested in trying to do something about the thoughts and ideas of our employees.

**Q:** Do you see the department doing much hiring in 1984? What is our work force situation for the coming year?

A: I think that we may. There are some Motor Vehicle Division requests relating to the drunk driving bill that will add something like 60 positions, and we may go in for several hundred positions in the Highway Division, depending on how aggressive we get with the 1985-87 revenue payment. We even need additional people to carry out the existing program. I wouldn't expect large expansions in the other divisions, but adding those two together might be 250 people, so that is quite an expansion.

**Q:** Elsewhere in VIA we have a story on the department's pilot relocation program. How do you personally feel about that new program, and doesn't it seem a little risky for the department to be getting into the real estate business?

A: We're in the real estate business all the time, with all of our right-of-way dealings, and we have a tremendous amount of expertise there. It may be a risky program, and some people may question

whether or not public agencies should be there. But I think it's necessary, especially for our field operations, to be able to move employees to get the best people in the jobs we have available. We have lots of decisions made that are

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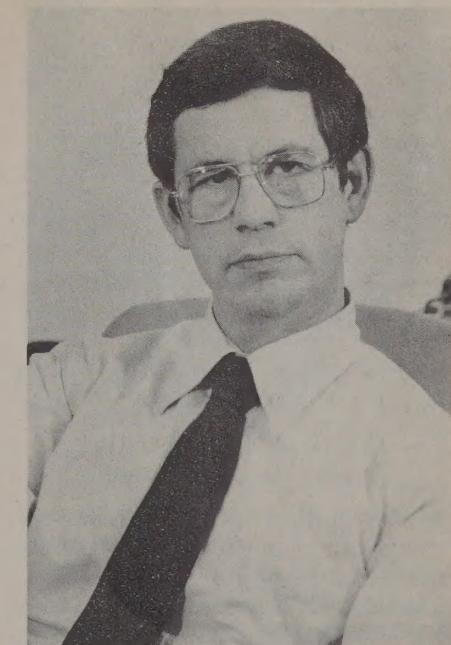
really thousand- and million-dollar decisions, and we've got to have the right people making them.

So I think it's a worthwhile program, but we're going to have to administer it carefully.

**Q:** How long do you see yourself continuing in this job? You're a relatively young man, and other opportunities are sure to come along from time to time.

A: I always see myself in a position as if I'll be there forever. I'm not looking for new alternatives, and I'm sure I would turn down lots of them that might come along. There's plenty to do in this job and I enjoy it. And, given my family and the ages of the children we have, I don't expect to be moving in the near future.

**Q:** It looks like we all have a busy year ahead of us in ODOT. Any comment you'd like to pass along to the employees who will be reading this interview?



A: I feel pretty good about what we have done in the past, and I think that's really a tribute to the employees in the department.

It seems to me that we have been successful in these recent legislative sessions--a lot because we're seen as successful in carrying out our programs. People are getting the job done, and that translates into program support and legislative support. So, if we really are going to be aggressive and continue to fund our programs well, we have to rely on employees to continue doing things well--developing our employees and managing effectively on the "inside," while being conscious of serving the public on the "outside."

Best of luck for another successful year.



**Jerry Robertson** is VIA's roving photographer. VIA's editors frame the question of the month, and answers are edited only for length.

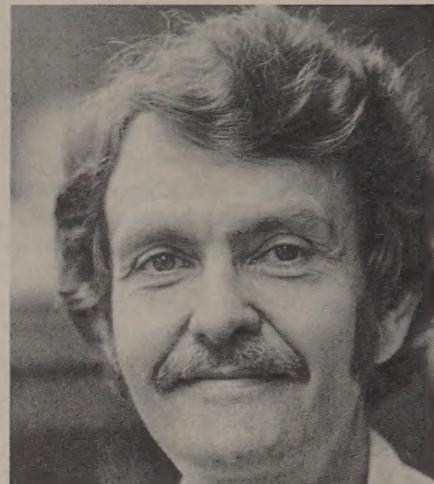
# CANDID COMMENTS

HOW HAS COMPUTER TECHNOLOGY AFFECTED YOUR JOB?



**MARLENE PEAN, DMV**  
MVR 2, Coos Bay

Quick access to information necessary to complete a transaction is a huge improvement over the methods of the past. The transmittal of PUC passes over the teletype is a definite timesaver. It is exciting to anticipate the "on-line" DLIS. Computer technology has challenged us to work "smarter" and still not neglect the human element in serving the public.



**KEN ADAMS, DMV**  
MVR 1, Portland

Computer technology has aided my job in making information more readily available and with the new system in Motor Vehicles, DLIS, it will even enhance it more.



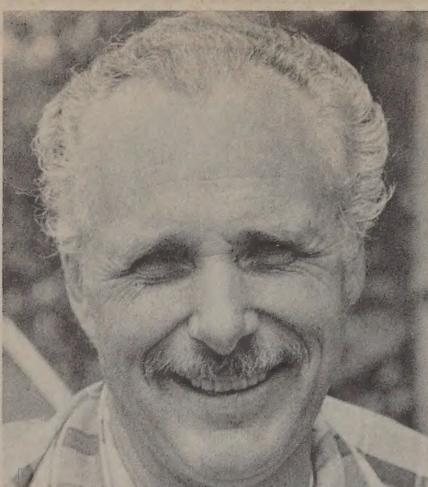
**DON FANTZ, HWY**  
Project Coordinator, Portland

It really hasn't affected my job directly. The project control system helps me monitor the flow of project schedules, but I think people take the output as fact, whether it's realistic or not. Computer availability probably gets the projects developed a little faster with a better product in the end.



**JULIE EVEY, HWY**  
Office Manager, Corvallis

What computer? Have you seen a computer? Like the British, we understand it will be here eventually. I have received training and am looking forward to the challenge. The results should be time savings, and faster access to budget data, cost records or other information we need in the field. I know Test CICS will certainly enjoy us once we are on-line.



**FRANK MORRISON, HWY**  
Project Manager, Coquille

We're getting into the swing of things but as of yet we don't have a main-line computer. We're scheduled for one sometime. We have an HP41C that we use for figuring quantities, grades, coordinates, and this type of routine work.



**KAREN LANTZ, HWY**  
Secretary, Ontario

I think it's going to mean a lot of changes. It will probably be for the good. I just received training recently, which was really interesting. We were probably the last class to be trained.



**AL SMITH, HWY**  
Weighmaster, Bend

It has improved our sources of information and in some areas it has improved our working conditions.



**VICTOR DODIER, PUBLIC TRANSIT**  
Program manager, Salem

Computers are wonderful. Unfortunately, they don't have much effect on what I do. It seems difficult to plunk up the money to buy a micro, and ODOT's computer charges are too unpredictable. Life's pretty tough on a tight budget.



**MAURY PAYNE, HWY**  
District Maintenance Supervisor,  
Milwaukie

I get more information faster than prior to computers. I spend more of my time perusing computer runs and questioning the information. There's a human tendency to give more credit to computers than they have coming. The computer can be a marvelous tool if we don't lose sight of the fact it's a tool and nothing more.



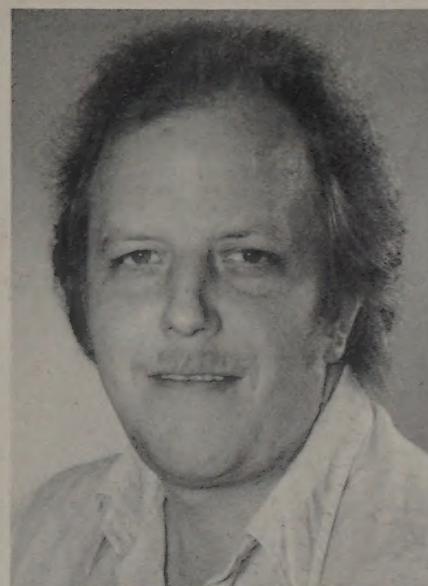
**CAROL LIVIE, AERO**  
Office Manager, Salem

Computer technology has enabled me to increase effectiveness of my time in planning, organizing and accomplishing the day-to-day workload. Long reports and letters, which before had to be retyped each time there was a complex change, are now done on a word processor in just a matter of minutes. We are looking forward to the electronic mail system for transmitting priority items and the many, many other things it will be able to accomplish.

# People Page



Sinh Ton



Raymond Keyzers



Cyndi Lennie

## Retirements

The following DMV retirees were among the "Class of 1983" graduates who left ODOT at the end of last year. We wish them the best of luck in their new lives.

**Mary C. Hildenbrand**, 2200 SE Lancaster, Space 9C, Salem 97301; administrative assistant, 38 years.

**Betty J. Lewis**, 2477 Highland Ave., 22, Grants Pass 97526; office manager B, 29 years.

**Elbert Keller**, 4191 Ivory Way NE, Salem 97303; inspector, 28 years.

**Burton J. Bruns**, 456 NE 8th, Newport 97365; office manager A, 23 years.

**Francis "Bob" Adams**, Route 1, Box 240, Cottage Grove 97424; office manager C, 18 years.

**Frances "Helene" Hines**, P.O. Box 293, Cornelius 97113; motor vehicle representative (MVR) 2, 18 years.

**Rosalee Butler**, 12333 SE Madison, Portland 97233, MVR 1, 16 years.

**Mary O. Morgan**, 1652 Wiltse Rd. SE, Space 5, Salem 97306; MVR 1, 15 years.

**Clarice Allen**, P.O. Box 96367-373, Lincoln City 97367; MVR 3, 14 years.

**Kathryn L. McCann**, 4314 Hazelgreen NE, Salem 97305; accounting clerk 2, 13 years.

**Willie Wilson**, 1624 Lockhaven Dr., Keizer 97303; custodian, nine years.

**Evelyn Weeks**, 915 S. Madison, Silverton 97387; word processing specialist, seven years.

## Wilson elected secretary of association

Zoe Wilson, personnel officer, was elected secretary of the Oregon State Personnel Management Association at its November meeting.

The association studies personnel management problems and works to promote better practices in state government. Personnel managers and officers, and others responsible for personnel management make up the organization.

Wilson has been with ODOT since 1980. She is responsible for all non-engineering, maintenance and clerical positions.

## Remembering

**Elmer McKinney**, 46, died in Arlington, Jan. 13. He worked winters in Condon as a temporary employee for Highway, and also worked seasonally as a park aide at Clyde Holliday Wayside near John Day. His last position was as a highway maintenance worker 2 at Arlington, where he had been since Aug. 1982.

### CONGRATULATIONS

The following employees received promotions recently:

**Duane E. Andrew**, engineering aide (EA) to engineering technician (ET) 1, Ontario.

**Donald G.P. Baker**, systems analyst to supervising systems specialist, Salem.

**Elaine L. Baker**, clerical assistant to clerical specialist, Salem.

**Daniel E. Bissell**, ET 1 to ET 2, Portland.

**Nancy L. Carstens**, EA to ET 1, Portland.

**Norman J. Cuno**, highway engineer (HE) 4 to supervising highway engineer (SHE) C, Salem.

**Robert R. Dahlgren**, highway maintenance worker (HMW) 3 to highway maintenance foreman (HMF) 1, Warm Springs.

**Frank G. Eckley**, park ranger 1 to park ranger 2, Coos Bay.

**Thomas R. Edwards**, HE 4 to SHE C, Salem.

**Kenneth R. Evert**, weighmaster supervisor to assistant chief weighmaster, Salem.

**Steve Gallier**, motor vehicle representative (MVR) 2 to MVR 3, Medford.

**John C. Gander**, HMF 1 to highway maintenance supervisor (HMS)

## Crews earn safety awards

The following ODOT crews earned safety awards recently:

**Crew 420-09**, Fort Stevens Park crew, 50,000 hours; Donald Pizer, supervisor.

**Crew 122-02**, Woodburn maintenance crew, 50,000 hours; Dan Evey, supervisor.

**Crew 440-02**, Robert Sawyer Park crew, 50,000 hours; Steve Roberts, supervisor.

**Crew 440-00**, Region 4 parks crew, nine years; Gerald Lucas, supervisor.

**Crew 004-07**, La Grande Right of Way crew, nine years; Bill Barnett, supervisor.

**Crew 141-00**, District 9 office crew, 21 years; Dick Hawkins, supervisor.

**Crew 142-00**, District 10 office crew, 15 years; Bob Lammert, supervisor.

B, Moro.

**Sharon George**, clerical assistant, Salem, to MVR 1, Roseburg.

**Victor Golik**, clerical specialist to inspector, Salem.

**Norman L. Henry**, HE 4 to SHE C, Salem.

**William Hyun**, MVR 1, Hermiston to inspector, Beaverton.

**Mark D. Johnson**, EA to ET 1, Salem.

**Raymond E. Keyzers**, ET 3 to ET 4, Salem.

**Marilyn D. Kleinkopf**, clerical specialist to highway maintenance office assistant, Salem.

**Cynthia S. Lennie**, secretary to management assistant A, Salem.

**John L. Nelson**, HMW 2 to HMF 1, Moro.

## Sets goals for job

## New counselor named

Jim Pettyjohn, 37, has been named ODOT's new career counselor. Formerly with the Multnomah/Washington Employment and Training Agency in Portland, where he worked as a career development specialist counseling youth and adults, Pettyjohn has been a high school teacher and has taught career development at Portland Community College. He also set up a career development program at The Dalles High School.

Pettyjohn majored in political science and education at the University of Oregon and received training from Richard Bolles, author of *What Color is Your Parachute?*, a career decision handbook. He has been involved in the Upward Bound Program, Project 75, and the High School Equivalency Program.

In his new position, which Pettyjohn said will be a "different kind" of counseling compared to the professional-client relationship he is used to, he will be implementing several new programs.

"I'd like to put on a number of workshops where people can work together in groups," he said, noting that he is also available for one-on-one counseling.

He would also like to see job rotation as a way for employees to explore "something that not only gives them experience in what they like, but builds up some creden-

tials."

Eventually, he would like to develop a resource center available to all employees.

Pettyjohn is looking forward to the challenge of his new job. "There are a lot of good things about the department," he said. "People seem very happy with the leadership. I think that says a lot about the atmosphere of the place. The range of things that go on within the department are fascinating."



Jim Pettyjohn

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# On the job with ...

# Sharon Melby

By John Elliott  
Parks Information Officer

A bit like the lady in the commercial, Sharon Melby has come a long, long way during her career with the Oregon Department of Transportation.

She's on the move again, and part of the reason is her belief that future opportunity, in a personal sense, requires a change of perspective, a new locale.

Sometime later this month, Melby will move from State Parks, where she has been executive assistant to Administrator Dave Talbot and Deputy Larry Jacobson, to the Highway Division, where she will become executive assistant to State Highway Engineer Scott Coulter.

She jokes that she became so involved in her work at Parks that her husband only got supper every other night. But in the final analysis her decision to take a lateral transfer had to do with a desire for "new challenges, new things to learn, enhanced opportunities to advance in a number of different ways." And that, she adds, simply reflects the reality that Highway is a far, far larger operation than Parks.

#### Tremendous talent

Talbot, while admitting that "I just can't imagine getting along without her," salutes her logic. "She has tremendous talent, which I hope will be fully developed in the larger agency," he said.

Born in Nebraska, but an Oregon resident since the age of 6, Melby started with the former Highway Department one month after graduating from high school. "I think I was called a Stenographer 1 and I made \$222 a month. It was all the money in the world at the time."

The time was mid-1958 and she was secretary for Highway's personnel director, the late Gene Huntley. She transferred "downstairs" to administration about six years later, working briefly for then-assistant highway engineer P.M. Stephenson.

She moved again--"They always gave me to the new guy"--when



the late Fred Klaboe transferred from Metro to Salem to become assistant highway engineer. After a two-year break in which she worked for a hospital in Corvallis and for Talbot at Parks, she rejoined Klaboe at his request in

today's typewriters, machines with computer-like capabilities that have "increased productivity tremendously."

Melby doesn't particularly think of her impending move as a switch among divisions, but rather as a

#### "I try to be helpful and ease the burden in a hundred different ways."

1974 and remained as his administrative assistant until he became department director in 1979.

Melby rejoined Parks at that point, noting that she had enjoyed her initial assignment "and welcomed the opportunity to come back."

She recalls the early years of her employment as a time in which she used "yukky" duplicating machines and untold boxes of carbon paper, a product that "has become extinct in my time." She once set an office record for typing the most individual letters in a single day. "I can't remember how many, but I'm sure it's been bested 100-fold" by

change in administrative positions. She is sure that things won't be as they were when she left Highway five years ago, since "things change, people are different."

She views Parks as having been a "really fun place to work and a spot I'll miss." Her recollection of Highway from a few years distance focuses on the "spirit of cooperation."

She has viewed her role as executive assistant in straightforward fashion. "I try to be helpful and ease the burden in a hundred different ways." Part of that role has been "to determine what's a red alert and what isn't."

## Retirees let us know what's happening

ODOT retirees' quarterly luncheon will be Tuesday, Feb. 7, at noon, at the King's Table restaurant, 1495 Edgewater NW, west Salem.

For more information call Cec Head, 390-1620.

**Marie Stephens**, 680 14th Street NE, Salem 97310. Ret. HWY 1981.

"It's been nearly three years now, and time has really gone fast," says Marie about her retirement.

Being healthy and busy no doubt has helped make that so. And having an active 9-year-old granddaughter nearby also helps, she says.

While one daughter lives in Salem, another is in New Jersey and came out for a visit last summer. It was her husband's first time in Oregon, which required a lot of "show and tell" and sightseeing,

Marie says.

Much of her time, usually two days a week, is devoted to the Red Cross Blood Bank. She also does special project work for the Salem city library.

One recent highlight, she says, was her family reunion last summer in Texas, where she got part of her Texas-drawl back.

To keep in shape, she says she does a lot of yard work, and hikes whenever she can. Her last outing was to Washington's Mt. Rainier. Next? She hasn't decided.

**Faith Steffen**, 290 19th Street SE, Salem 97301. Ret. HWY 1982.

"Not having to answer to an alarm clock on these dark, cold mornings is one of the nice things about being retired," says Faith, former ODOT Librarian for 27 years.

Another was the month-long trip

she took last spring with her daughter, Sue. They visited Fiji, New Zealand, Australia, and Tahiti. The "outback" part of Australia "reminds me of what our country must have been like 75 years ago," she says.

Faith makes a point of wanting to thank the department for putting on the annual Christmas party for retirees, held for the second time this past year in the Salem Transportation Building.

"It's difficult for many of us to attend the individual luncheons and dinners, so this gives us a chance to see almost everyone at one time--it's just great," she says.

**Warren Gaskill**, 2670 Sunrise St. S, Salem 97302. Ret. Parks 1981.

Warren appears to be as active and busy in retirement as he was during his many years with the Parks Division.

Melby feels herself "fortunate to have always worked for great people within the department." In terms of outstanding management style, Talbot gets her nod from among those she has worked for to-date. But then, she adds, "I've also gotten along very well with some who have tended to practice management by intimidation. Different styles of management work for different times."

One of her responsibilities at Parks has been to supervise affirmative action efforts, and she takes the duties seriously. Melby, who describes herself as a "closet feminist," was appointed by Director Fred Miller to serve on a "Women in the Work Force" task force.

#### Horse racing

She and her husband, Jerry, a native North Dakotan who came to Oregon at the age of 10, have a five-acre farm near Jefferson. When he's not examining titles at Key Title Co. in Salem, and she's not aiding Talbot and Jacobson, their five race horses, with two more on the way, "kind of rule our lives."

On the other hand, she's certain that great things lie ahead for at least two of the thoroughbreds, and to heck with the fact that "all horse owners think that." A current frustration is the fact that Portland Meadows has not been operating, which means the two horses that are in training and ready to race will have to wait.

Melby tends to split her life into thirds--her husband and their home, the horses, and her job.

"Someone once said that no woman can drive three mules. Those are my three mules," she said.

She's betting that by hitching the job "mule" to technological advances and increased opportunity she just may be able to disprove the old adage. Those who have watched her career advance from Stenographer 1 and "tons of carbon paper" to executive assistant and "tons of responsibility" aren't about to bet to the contrary.

He hasn't slowed down a bit; in fact, he seems to be gathering a new head of steam.

His top priority is to spend time with his son in St. Helens, daughter in Milton-Freewater, and three grandsons. A long list of activities follow. He is master of the Keizer Masonic Lodge; president of the Emeritus Society, sponsored by Western Oregon State College Foundation; and is active in the First Presbyterian Church and the Salem YMCA.

Someday he plans to tour the parks and visit with the managers and rangers he has known, but admits that he'd better do it soon because, like him, many of them are retiring.

He has been duck hunting in the valley during the winter, but is now looking forward to a trip to Ontario in September to hunt doves with highway retiree Frank Burnett.